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1 February 1971

MEMORANDUM FOR: Director of Personnel

THROUGH : Deputy Director of Personnel for Plans and Control .

SUBJECT : Management of Supergrade Personnel

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1. You asked for comment on Mr. Wattles' observations about the referent regulation and the implications of assignments of non-supergrade employees to supergrade positions.

2. Mr. Wattles' point is quite valid in spite of our long established practices of under-slotting and PMA assignments to lower grades. We must recognize too that this observation is also valid at all other grade levels today.

3. As you know, the Agency's assignment concepts developed when our work force was considerably smaller than our authorized position requirements. Under those circumstances, it was necessary to shift employees about within the position structure to those assignments where they were most needed from time to time. This produced the philosophy of a loose relationship between an employee's salary and the pay grade of his assigned position. It was not unusual for employees to be assigned to positions 3 and even 4 or more grades higher or lower than their own grades until as recently as 1966 when regulations first limited assignments to a two-grade spread above and below the grade of the individual concerned.

4. Now when the on-duty strength of most components equals or exceeds their authorized positions, the relationship between an employee's grade and the grade of his position is far more direct. In this situation assignment actions carry much stronger implications. As we adjust to this change, it makes less and less sense for one employee to continue to be paid at a higher level than the grade of the position he holds while at the same time another similar employee is paid at a lower level than the grade of his assigned position. Assuming that the Agency will continue to operate at or near ceiling, management must give more attention to the implications of these relationships between the pay status of employees and the grades of their assigned positions.

5. Mr. Wattles is entirely correct in observing that "the assignment of a non-supergrade man to a supergrade position at

GROUP 1
Excluded from automatic
downgrading and
declassification

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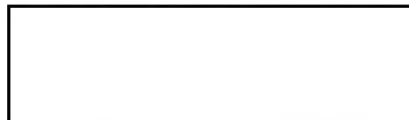
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least carries the implication that consideration for promotion to supergrade will sometime occur." In direct response to that point, I recommend that [] be changed as indicated in the attached proposal. While the Director of Personnel is generally responsible for reviewing assignment actions, this change would strengthen his hand by highlighting this responsibility regarding assignments of non-supergrade employees to supergrade positions.

6. In considering the broader problem of the relationship between employees and their positions at all grade levels, I believe it is time to establish Agency-wide limits on the duration of under-slotting and PRA assignments to ensure appropriate management review and action in such cases. I recommend that Agency regulations be changed so as:

- a. to allow two-grade under-slotting and PRA's in overseas assignments only for the duration of those assignments;
- b. to limit under-slotting in Headquarters assignments to one-year; and,
- c. to limit PRA assignments in Headquarters to two years--the same period for which salary retention is allowable when an employee is changed to lower grade through no fault of his own.

7. With your approval we shall initiate action to implement regulatory changes as recommended in paragraphs 5 and 6.



Chief, Review Staff
Office of Personnel

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Att

The recommendations in paragraphs 5 and 6 are approved.

Director of Personnel

Date

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OP/RS: []:kls (1 February 1971)

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Remarks: Paragraphs 3, 4, 6 and 7 represent my views on the PRA Subject. You'll remember that Harry's initial in the SG review issue seemed to preclude his giving serious consideration to the broader issue.					
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